

DD/P-6-9415

19 November 1959

MEMORANDUM FOR: DD/P Training Officer

SUBJECT : Requirements for Junior Officers for the  
Clandestine Services

REFERENCE : Memorandum for DD/P, dated 16 November 1959,  
from DD/P Training Officer, same subject.

1. I have read with interest your review of the requirements for Junior Officers in the Clandestine Services. This is an excellent addition to the growing volume of literature that we are generating on the whole subject of training programs.

2. I agree with all of your stated conclusions in paragraph 14 of the reference, with one partial exception and one more complete one. My views on those two points are as follows:

a. With reference to the numerical requirement for JOTS I question one implied assumption underlying the estimates given in paragraph 5 of the reference. This is the assumption that our outside recruitment other than for JOTS will be limited to individuals with specialized scientific training recruited for TSS. I am well aware that it is a precept of good management that an organization like ours should promote from within. On this general principle and also by reason of our enormous bulge in the 12 and 13 grades, it is generally assumed that we should not and will not bring any significant number of officers into the senior grades of the Clandestine Services by outside recruitment, with the sole exception of specialists needed in TSS. I nevertheless wish to question too rigorous application of this principle. I have always felt that a big organization needs to introduce into its middle and senior ranks, at least a trickle of new blood in

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addition to the normal inflow of junior people. I have a horror of the ingrown characteristics that one finds in a tight career service like the old Foreign Service or the Military Services before their great wartime expansion. Accordingly, I hope it will be deliberate policy for us to reduce the "hump" to a level a little below the optimum so that we will be able to bring onto our rolls a few senior people of exceptional ability. This will not greatly change your numbers but it might knock as many as ten off the annual requirement for JOTS.

b. The conclusion I am inclined to disagree with flatly is that expressed in paragraph 14.f. It seems to me that Office of Training is right in its desire to keep control over the JOTS for two years. If that Office is to provide slots for all the JOTS and is going to recruit as many as 100 or 120 a year it will undoubtedly be necessary to increase the total number of JOT slots. I would hope that such an increase would be feasible if spread over several years. Offhand I should not think it would have to be very large since annual recruitment of 100 JOTS for the Clandestine Services would presumably mean that only about 180 would be on the books at any one time. Of course I agree with other parts of paragraph 14.f. as to the guidance and supervision to be provided the JOTS when they enter on their assignments with the Clandestine Services.

3. I am not quite sure where we go from here on this matter. I would think that in line with paragraph 3 of your covering memorandum, the next step would be for [REDACTED] to develop the proper qualitative guidance to the Office of Personnel. I would also think that he should formally advise the D/S of our prospective requirement for some 90 additional young officers a year. I am sure he will then raise the question of slots for JOTS and this question can and should be discussed by both of us with the Director.

4. If you agree with this procedure would you draft a short memorandum from me to the D/S which should have a copy of the referenced study attached as a supporting document. I believe my memorandum should specifically repeat the

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proviso contained in yours to the effect that the requirement for 90 young officers a year is valid only on the promise that we are going to move vigorously to cut down the "hump". Since the whole question of action on the "hump" is going to be under discussion in the near future, this will come at an appropriate time. I assume [REDACTED] is proceeding with the preparation of qualitative guidelines.

STATINTL

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Deputy Director  
(Plans)

c.c Senior Planning Offr, C/DDP w/cc Ref.  
C/OPSER (DD/P-4-9326  
S-A/DDS

NORMAL CAREER PROGRESSION

Grade	Salary	Years in grade until promoted	Projected optimum age
GS-7/8	\$4980-5470	2	26
GS-9/10	\$5985-6505	2	28
GS-11	\$7030	2 1/2	30
GS-12	\$8330	3 1/2	32 1/2
GS-13	\$9890	4	36
GS-14	\$11,355	5 1/2	40
GS-15	\$12,770	----	45 1/2